

FIFTY-FIFTH ANNUAL REPORT  
OF  
THE TRUSTEES  
OF THE  
MASSACHUSETTS  
SCHOOL FOR THE FEEBLE-MINDED  
AT WALTHAM,  
FOR THE  
YEAR ENDING SEPTEMBER 30, 1902.



BOSTON:  
WRIGHT & POTTER PRINTING CO., STATE PRINTERS,  
18 POST OFFICE SQUARE.  
1903.



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## OFFICERS FOR 1902-1903.

---

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WALTER E. FERNALD, M.D.

### First Assistant Physician.

GEORGE L. WALLACE, M.D.

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JOSEPH H. LADD, M.D.

### Matron.

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### Director of Physical Training.

Miss CLARA B. ELLIS.

### Training Teachers.

Miss RUBY McPHEE.

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Miss MARGARET McALONEY.

### Bandmaster.

Mr. GEORGE M. SMITH.

### Instructors in Manual and Physical Training.

Mr. F. W. KNIGHT.

Mr. CLIFFORD E. BATCHELLER.

### Bookkeeper.

Miss LOUELLA C. TAINTER.

### Clerk.

Miss EVELYN M. BARDEN.

### Stenographer.

Miss ALICE M. BOLLES.

### Housekeeper.

Miss FLORENCE SPIDLE.

### Storekeeper.

WESLEY JACQUES.

### Matron of Farmhouse.

Miss CLARA McPHEE.

### Matron of Girls' Dormitory.

Miss MABEL MILLER.



Matron of Boys' Dormitory.

MISS CLARA BLOIS.

Matron at West Building.

MISS BERTHA MILLER.

Matron at North Building.

MISS HARRIET E. WRIGHT.

Matron at North-west Building.

MISS MINNIE LOVE.

Matrons at Templeton Colony.

MRS. BELLE HEDMAN.

MRS. LAVINIA PIERSON.

MISS ELIZABETH H. BARNES.

Supervisors at Templeton Colony.

MR. JOHN HEDMAN.

MR. JOHN J. DONNELL.

MR. KENNETH LANGILLE.

Farmer at Templeton Colony.

MR. DAVID SMITH.

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---

- Charles Francis Adams, 2d, Concord.  
Michael Anagnos, South Boston.  
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Mrs. Edith Prescott Wolcott, Boston.  
Chas. F. Wyman, Cambridge.

# Commonwealth of Massachusetts.

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## TRUSTEES' REPORT.

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MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED,  
WALTHAM, Oct. 9, 1902.

*To the Corporation, His Excellency the Governor, the Legislature, the State Board of Insanity and the State Board of Education.*

The trustees have the honor to submit their annual report for the year ending Sept. 30, 1902.

The number of feeble-minded persons of every description now present at the school at Waltham is 677, the number of adult males at the colony at Templeton is 99, — a total of 776. Of these, 245 are supported by the Commonwealth in the school department and 142 in the custodial department. There are 291 inmates supported in the custodial department by cities and towns; there are 39 beneficiaries of other States, paying, under the statute in such cases provided, \$300 each per year. There are 43 private pupils, supported in whole or in part by parents and guardians. The corporation supports in the school department 16 pupils. As was stated in our report last year, although we give in detail the sources of income, no corresponding distinction is made in expenditures. Inmates of every description are charged alike in the accounting, all sharing equally, so far as may be, the advantage derived from the entire income.

Under the act of 1901, which has been in force since the first of January last, we no longer receive the appropriation of \$35,000 which has hitherto been granted for the use of the school, and in theory has been for the support and instruction of inmates of the school department. That is, hitherto the Commonwealth has paid \$35,000 a year for the education of

feeble-minded persons capable of being benefited by school instruction, and a further sum of \$3.25 for each inmate of the custodial department having no known settlement in the Commonwealth; now, both classes of inmates are treated alike. The Commonwealth appropriates each year for the support of the Massachusetts School for the Feeble-minded a sum determined by estimating the cost of the average daily number of State patients, as they are termed in the act, for the year next preceding, increased by a number equal to the average annual increase in the number of such patients for the five years next preceding. Under this act we receive this year from the Commonwealth \$58,305 for the support of State inmates for one year from the first of January, 1902. The current expenses for the school year Sept. 30, 1901, to Sept. 30, 1902, have been \$120,982.07, or \$3.15 for each inmate per week.

Under the act of 1901 the Treasurer of the Commonwealth pays all our bills, and we turn into the State treasury all moneys received from cities and towns, from individuals or from other States for the support of inmates. The corporation applies the income of its own funds directly to the support of a few individuals and for the general welfare of all the inmates.

The health of the inmates under our charge has been unprecedentedly good, both at Waltham and Templeton. There has not yet been a case of sickness at the colony. As a whole, there has been continued improvement in the physical condition of all grades of these feeble-minded persons during the last three or four years. So, too, there has been a similar advance in technical training during the same period among the feeble-minded persons having the capacity to do technical work. The girls make many of their own garments, do all the mending for the institution, and in their own apartments make the beds, do the sweeping, wash and polish the floors, wash the windows, and, more than all, they care for the little children of both sexes. The corresponding class of boys make themselves equally useful. They do the household work in their own wards. They help in the kitchen, the bakery, the stable and the barn. They help in the engineer's room. They do the printing, keep the shoes of 750 inmates in repair, do the paint-

ing and odd jobs at carpentering. They do farm work, they clear up the land and make paths and roads. And they change about, engaging in one of these occupations for a month or two, and then being employed in another. Next to caring for the hopeless, helpless idiot, which we do as a first and immediate relief to the community, it is our policy to receive and train such custodial cases as are likely to remain a charge upon the Commonwealth. Public opinion more and more demands the prevention of marriage of the feeble-minded, or the illicit procreation by them of children. Public opinion and our own sense of what is right and proper demand that these people be kept under supervision. The withdrawal to Templeton of a large number of adult male cases has made it possible to continue the school department. We have continued in the school department to give a sound, wholesome rudimentary education to those capable of being benefited by it. The criticism has been made that we have carried book instruction farther than is directly useful in future industrial occupation. But such has not been our aim. Occasionally feeble-minded children develop an aptitude for some branch of art or study that would be remarkable in a normal child. The teachers do not attempt to check such propensities. Our increased accommodations at Waltham will allow us to take even more school cases.

In our last annual report we announced our intention of petitioning the Legislature for an appropriation to purchase additional land at Waltham for the use of the school. It had sufficiently appeared that the Templeton colony, conducted as an overflow for adult male cases from the school at Waltham, would prove successful. Fifty or more big boys, well developed by industrial training at the school, could be received each year at the colony, and this would leave room at Waltham for a large number of boys to be trained and disciplined. It is essential to our scheme for economical life in the colony that the boys shall be first well trained in the school.

“The practical benefit of the kindergarten and manual training drill in the schools,” says our accomplished superintendent in his report of 1893, “has been strikingly illustrated in the application of the trained minds and muscles of these school



boys in the farm and garden work. The boy who has been taught to quickly and accurately distinguish slight differences in color, form, size and number, and to accurately mark off a board into inches, or to saw and plane exactly on a given line, can be easily taught to distinguish weeds from onions, and to destroy the one and spare the other. Previous to this year, we have never had a boy who could be trusted to plant potatoes, corn or any other seed. The seeds would be dropped irregularly and in the wrong places; but this year a squad of rather small boys, whose eyes and fingers had been very thoroughly disciplined in the kindergarten and manual training, were detailed to do the planting. These boys proudly planted row after row, placing the seeds with the greatest precision, fully as well as the most careful man could have done it. They have done equally well with the hoeing and harvesting of the various crops."

The applicability of this passage to the transfer of our big boys to the colony is seen at once. In early youth they here acquire a capacity for work.

But all the while the demand throughout the Commonwealth for greater provision for the feeble-minded is increasing. After much consideration, it appeared that it would be best to provide for a substantial increase of our numbers at Waltham. We therefore took the precaution to bond about fifty acres of desirable land immediately adjoining our Waltham property, stopped work on some minor improvements to perform which an appropriation had been granted, and petitioned the Legislature for an appropriation of \$35,000 with which to purchase the bonded land, and a further appropriation of \$95,000 to be expended for an extension of our service plant and additional accommodations for inmates and attendants.

Our general scheme requires that all descriptions of feeble-minded persons be included in the increase, the big girls especially, they being useful in taking care of young persons of both sexes.

By the act approved June 3, 1892, the entire sum for which the trustees had petitioned was granted, as appears in the act, to be expended for the following purposes:—

For two dormitories of sufficient capacity to accommodate one hundred and eighty inmates, and for furnishing the same; for additions to the present electric lighting and heating plants, and for an addition to the administration building, so called, a sum not exceeding ninety-five thousand dollars; and for the purchase of additional land for the use of said institution, such purchase to be subject to the approval of the governor and council, a sum not exceeding thirty-five thousand dollars.

The land in question has since been deeded to the Commonwealth. It is of the same general description as that to which it has been added, admirably adapted to the purposes of the school, and so retired that no part of it can be seen from any public road.

Twenty-five thousand dollars had been granted us in 1901 for making additions to and alterations in the laundry, hospital and administration buildings. Work on the enlargement of the hospital and on the enlargement of the laundry, including a new smoke stack, which had been commenced at our last annual meeting, was continued, and those buildings have been completed, at an expense of \$11,890.49. The estimated expense was \$12,000. The laundry is now of sufficient capacity for 1,000 to 1,200 persons. The plan of the hospital is such that the building can be added to if it shall prove necessary. The remainder of the appropriation is available for the enlargement of the administration building, in addition to the appropriation of the present year.

Plans have been drawn and accepted for the enlargement of the administration building, the boys have dug the cellar for the same, and bids within the estimated cost have been accepted for the greater part of the work of building.

Our present plan is to erect a new building for males, like the last building erected for them, to accommodate 120 inmates; and a woman's dormitory, like the last dormitory erected for females, which will give accommodations for 60. The new building for males will be within convenient reach of the administration building. The building for females will draw its supplies from the west building.

Eventually we hope to erect two more buildings, like these

now to be erected, and perhaps a small building for infant children, and a small building in the nature of a prison for the custody of bad boys of feeble intellect.

At the end of the school year, in 1901, 50 boys were about moving to Templeton; before the close of the present month an additional 50 will have moved. Our colony plant now consists of three double cottages, each with a capacity for 50 boys, three old farmhouses rebuilt with kitchens and dining rooms, and a laundry, a farmer's house and a big barn, all new.

About \$12,000 remain of our original appropriation of \$50,000. When we asked for the appropriation, we said that we should spend about \$8,000 for a water plant, \$1,500 for a sewage field, \$1,500 for electric lighting and \$3,000 for house and furniture for a superintendent. We shall begin work on the water plant and sewage field in the immediate future. It will be some time before we need the superintendent's house, and it will be a long time before we need an electric lighting plant. We shall, however, require this winter, and shall ask for, an appropriation of about \$12,000, to be used for another double cottage and administration building.

We shall this winter ask for an appropriation of about \$4,000 to enlarge our bakery at Waltham. We find it economy to supply the colony with bread from Waltham, rather than erect a bakery at Templeton; the freight on the bread is less than the wages of a baker.

The growth of the school at Waltham calls upon us for an enlargement of our facilities for the school instruction of the additional higher-grade cases, which we shall find it necessary to admit pursuant to our general scheme of caring for the feeble-minded and idiots of the Commonwealth. Some of the high-grade cases leave us after a few years, but most of them remain. We already need schoolrooms for the proportion of additional high-grade cases we are admitting on account of the vacancies made by the departure of the Templeton cases. And in all, with the additional 400 cases we now contemplate taking at Waltham, we shall require double the present number of schoolrooms. An enlargement of our manual training facilities will also be needed, and this need is urgent. We



recommend and ask for an appropriation of \$16,000 to be expended for manual and industrial training rooms. Should this appropriation be granted, we can comply with the immediate wants in the schoolroom department by using the present manual training and sewing rooms as schoolrooms.

We this year ask for an appropriation of about \$8,000 for a house for our superintendent and his family, to be built upon the grounds at Waltham. This has long been needed. Moreover, the portion of the administration building now occupied as his residence will be needed for the new teachers and officers.

CHARLES FRANCIS ADAMS, 2D.

FRANCIS J. BARNES.

FRANCIS BARTLETT.

ELIZABETH E. COOLIDGE.

JOHN S. DAMRELL.

THOMAS W. DAVIS.

FREDERICK P. FISH.

SAMUEL HOAR.

WILLIAM W. SWAN.

CHARLES E. WARE.

FRANK G. WHEATLEY.

CHARLES F. WYMAN.

## SUPERINTENDENT'S REPORT.

*To the Trustees of the Massachusetts School for the Feeble-minded.*

I hereby submit the following annual report for the year ending Sept. 30, 1902 :—

	Males.	Females.	Totals.
Number present Sept. 30, 1901, . . . . .	422	280	702
Admitted during the year, . . . . .	94	43	137
Whole number present, . . . . .	516	323	839
Discharged during the year, . . . . .	29	20	49
Died during the year, . . . . .	12	2	14
Number present Sept. 30, 1902, . . . . .	475	301	776
Average number present, . . . . .	436	303	739
School cases admitted, . . . . .	42	14	56
Custodial cases admitted, . . . . .	52	29	81
Private pupils now present, . . . . .	30	13	43
Massachusetts school beneficiaries, . . . . .	163	82	245
Cases supported by income of invested funds, . . . . .	10	6	16
Custodial cases supported by State, . . . . .	84	58	142
Custodial cases supported by cities and towns, . . . . .	160	131	291
Beneficiaries of other New England States, . . . . .	28	11	39
Applications for admission during year, . . . . .	—	—	252
Number at the Templeton colony, . . . . .	99	—	99

Of the 137 admissions, 56 (42 boys and 14 girls) were young, teachable cases, suitable for our schoolroom classes; there were 31 males and 22 females over fourteen years of age; 16 were transferred from the State Hospital at Tewksbury, 4 from the Lyman School for Boys, 3 from the Girls' Industrial School and 3 from the hospitals for the insane. In addition to the cases directly transferred from the reformatories and other institutions, for several years past we have received an increasing proportion of cases where the moral deficiency is perhaps more pronounced than the mental defect. Many of these cases have been the problems of the associated charities, the Children's Aid Society, the Society for Prevention of Cruelty to Children, the town or city authorities and often of the local police court. Many of these boys and girls have been "placed out" unsuccessfully again and again. While they often present various physical evidences of degeneracy, they are superior physically to the ordinary imbecile. As a class, they are brighter than the average feeble-minded child. They seldom make satisfactory progress in school work. They usually have a record of habitual truancy and of troublesome conduct in school. They may be idle, thievish, cruel to animals and to smaller children, wantonly and senselessly destructive, and aimlessly lawless generally. They are often precocious sexually, and after puberty almost always show marked sexual delinquency or perversion. They are often wonderfully shrewd and crafty in carrying out their plans for mischief. They instinctively seek low company, and quickly learn everything that is bad. They have little or no fear of possible consequences in the way of punishment.

The great army of police court chronic criminals, vagrants and low prostitutes is largely recruited from this class of so-called "moral imbeciles." It is now generally understood by court officials and even by the public that these children are not simply bad and incorrigible, but that they are irresponsible by reason of the underlying mental defect. They are not benefited by punishment. At an early age they should be recognized, and permanently taken out of the community. We have now accumulated at least two score typical cases of this sort, of both sexes and of varying ages. They are the most perplexing

problems with which we have to deal. They do not class well with the rather simple types of ordinary imbecility. They are not influenced by the simple system of rewards and deprivations which serves to control the conduct of the ordinary imbecile. We are compelled to isolate them as much as we can from the other inmates. In making future additions to the institution we should provide separate buildings for the better classification and care of these moral imbeciles.

Of the 49 discharges, 32 were kept at home by their friends; 3 very troublesome moral imbeciles ran away and were not returned; 4 were committed to the insane hospitals; 4 were kept at home to go to work for regular wages; 4 were discharged by request of overseers of the poor; and 1 moral imbecile, a Vermont beneficiary, was discharged as unsuitable for this school.

There were 14 deaths during the year. Of these, 2 resulted from epilepsy, 4 from organic brain disease, 3 from marasmus, and 1 each from valvular disease of heart, acute pneumonia, general tuberculosis, meningitis and tubercular meningitis.

The general health of our inmates has been remarkably good. One case of scarlet-fever appeared in the boys' dormitory, but made a good recovery, and was not followed by other cases.

There have been 252 applications for admission during the year. Of this number, we have been able to admit 137.

The current expenses for the past year have amounted to \$120,982.07, or \$3.15 per week for each inmate. For the first time in twenty-five years this sum does not include the cost of a supply of coal sufficient for the next school year. On account of the strike, we have been able to buy only about three hundred tons of coal, — a quantity which will supply our needs for about two months. Throughout the year we have been compelled to pay very high prices for all of the institution supplies, and, if we had purchased the usual supply of coal, the per capita cost would have been higher than for many years past.

Under the provisions of the law, the various public institutions are required to purchase certain articles and materials produced by the labor of prisoners in the various penal institutions of the Commonwealth. We are now buying in this

way the following: blankets, boots, shoes and slippers, brooms, brushes, cloth, clothing, furniture, harness, hosiery, mats and rugs, shirts, yarns. It is fit and proper that the products of prison labor should be used in this way, but it is expensive for the purchasing institution. The price for the articles so supplied is now determined by a committee consisting of the Auditor of the Commonwealth, the Controller of County Accounts and the chairman of the Board of Prison Commissioners. The institution purchasing the goods has no voice in the matter of price. As a business proposition, it would seem that it was only fair that the institutions which pay for these goods out of their current appropriations should be represented on the commission which fixes the price of the various articles.

The additions to the hospital, laundry and smoke stack, authorized by Resolves of 1901, chapter 81, have been completed well within the appropriation, and are satisfactory in every respect. The balance of this appropriation, together with the additional appropriation of \$15,000 authorized by the last Legislature, is now available for the construction of the addition to the administration building, for additional dining and sleeping rooms for employees, storerooms, etc. Contracts for this extension have been let within the sum appropriated, and the foundations are now being put in.

Plans are being made for the two new dormitories and extensions to the heating and lighting plant also authorized by the last Legislature.

The transfer of men and older boys to the farm colony at Templeton allowed us to admit an unusually large number of young, improvable pupils in the school department. These changes greatly improved the grade of the school classes. The work of the schools has been hampered by overcrowding of the classes. We are greatly in need of additional teachers and more class rooms for kindergarten work, handwork and manual and domestic training. We expect to send a certain number of adults to the colony each year, thus making room for an equal number of young children needing school training. When the two new dormitories now authorized are completed, the need of more teachers and schoolrooms will be still more urgent. A simple, plain building, near the present school-



house, would provide rooms for the manual training classes and sewing rooms. The rooms in the school building now occupied by those classes will make admirable schoolrooms. If a new house is built for the superintendent, the rooms now occupied by his family will furnish living rooms for the much-needed teachers and staff officers.

The bakery is too small for the present work, and must be enlarged before we add to our population.

We also need a new group of farm buildings at Templeton, to accommodate 50 boys.

The development of the farm colony at Templeton has steadily progressed on the original lines. The first farm group has been in operation for two and one-half years, and the second for a full year. Each of these groups provides for 50 inmates. The third group of buildings is now completed and furnished, and will be occupied by a family of 50 boys within the coming week. A very homelike dwelling-house near the last group is all ready to be occupied by 20 of the very brightest of the boys.

The boys at the colony have been constantly occupied at useful work; they have enjoyed the most robust health, and they have been thoroughly happy and contented. I do not believe a single boy would exchange the homely comfort and freedom possible at the colony for their former surroundings at the home school at Waltham.

This year at the colony we had about twenty-five acres under the plough. Much of our land is good, strong soil, but for many years little stock has been kept on the farms, and the grass land has pretty well run out. We have excellent summer pasturage for a large herd of stock. This year we built and filled a silo at each of the two farm groups. We now have fifty-six head of milch cows and young stock, and shall increase our herd as fast as we can provide winter forage.

Our crops will be largely fodder crops, to enable us to raise milk, beef, etc., and potatoes and other vegetables for our own consumption. This year we supplied the colony with a very abundant supply of milk, potatoes, etc., and shipped the surplus to the home school at Waltham. We have this fall already shipped over two hundred barrels of fine fall apples to

Waltham, and shall ship at least three carloads of winter apples and several hundred bushels of potatoes.

In addition to the other work, the boys have cleared ten acres of rough woodland, removing the stones, stumps and bushes, practically creating that amount of fine arable, virgin soil, ready for cultivation.

The appropriation of 1900, Resolves, chapter 36, for buildings, etc., at Templeton colony, was \$50,000. We have expended \$37,889.83 in providing for 170 inmates. The unexpended balance of \$12,110.17 will be needed for permanent water supply, etc., according to the original estimate.

After many years of most loyal, faithful and intelligent service to the school, Miss E. W. Peterson, the bookkeeper and cashier, has resigned her position.

The home school at Waverley and the growing colony at Templeton have so far been managed without adding to our executive staff. It gives me great pleasure to testify to the fidelity and efficiency with which our officers and employees have performed their duties during this very busy year.

Respectfully submitted,

WALTER E. FERNALD,

*Superintendent.*

DR. MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED *in account with* RICHARD C. HUMPHREYS, *Treasurer.* CR.

October, 1901-1902.

To payments during the year, viz :—

Balance due treasurer, . . . . .	\$2,801 33
Improvements at Templeton, . . . . .	18,314 95
Laundry and hospital, . . . . .	11,890 51
Auditor's warrants for current expenses, . . . . .	27,900 00
Rent box safety vault, . . . . .	10 00
Expenses, . . . . .	86,337 89
Collections at school, sent to State Treasurer, . . . . .	34,540 24
W. E. Fernald, superintendent, to be used as a working capital, . . . . .	2,000 00
Edward Lawrence, legal services, as per trustees' vote, . . . . .	50 00
Investment :—	
5 Nashua Street Railway Company bonds, at 102 $\frac{1}{2}$ and interest, . . . . .	5,118 61
10 Baltimore & Ohio Railroad bond*, at 91 $\frac{1}{8}$ and interest, . . . . .	9,319 03
50 shares Trimountain Trust Company, at 100 and interest, . . . . .	5,052 60
Note, Boston Safe Deposit and Trust Company, . . . . .	10,000 00
Balance in the hands of treasurer, . . . . .	5,015 57

\$218,350 73

October, 1901-1902.

By receipts, as follows :—

Income from funds, . . . . .	. . . . .	\$2,669 90
Collections at school, viz :—		
Board and tuition (including \$5,283.33 for board of State custodial cases), . . . . .	\$40,878 25	
Clothing, . . . . .	285 45	
Sales, . . . . .	312 65	
State of Massachusetts, annual allowance balance, . . . . .	41,476 35	
State of Massachusetts, for improvements at Templeton, . . . . .	17,500 00	
State of Massachusetts, for laundry and hospital, . . . . .	18,314 95	
Legacy, estate of Matilda Goddard, . . . . .	11,890 51	
State of Massachusetts, for expenses, . . . . .	500 00	
Collections at school (new account) :—		
Public board, . . . . .	\$30,741 19	
Private board, . . . . .	3,007 07	
Farm products, . . . . .	213 05	
Clothing, . . . . .	428 63	
Miscellaneous, . . . . .	150 40	
Working capital returned, . . . . .	. . . . .	34,540 24
		5,120 89
		\$218,350 73

RICHARD C. HUMPHREYS, *Treasurer.*

Boston, Oct. 8, 1902.

I have examined the above account, and found the same correctly cast and properly vouched, and showing a balance in the hands of the treasurer of \$5,015.57.

CHAS. F. WYMAN, *Auditor.*

\* The item \$86,337.89, State of Massachusetts, for expenses, should be \$86,317.89, by reason of a bill of \$20 having been included in July schedule, afterwards returned to the State. — CHAS. F. WYMAN, *Auditor.*



## ANALYSIS OF CURRENT EXPENDITURES

OF

MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED,

FOR THE YEAR ENDING SEPT 30, 1902.

## Salaries, wages and labor: —

Pay roll, . . . . .	\$48,027 42
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## Food: —

Butter and butterine, . . . . .	\$2,433 50
Beans, . . . . .	702 61
Bread and crackers, . . . . .	35 06
Cereals, rice, meal, etc., . . . . .	1,506 49
Cheese, . . . . .	64 37
Eggs, . . . . .	357 97
Flour, . . . . .	4,013 01
Fish, . . . . .	632 54
Fruit, . . . . .	624 87
Meats, . . . . .	6,423 87
Milk, . . . . .	6,580 14
Molasses, . . . . .	325 59
Sugar, . . . . .	1,755 77
Tea, coffee, bromo and cocoa, . . . . .	341 97
Vegetables, . . . . .	1,653 71
Sundries, . . . . .	1,140 67
	<hr/>
	28,592 14

## Clothing and clothing material: —

Boots, shoes and rubbers, . . . . .	\$1,299 37
Clothing, . . . . .	1,963 55
Dry goods for clothing and small wares, . . . . .	3,044 78
Furnishing goods, . . . . .	528 39
Hats and caps, . . . . .	77 60
Leather and shoe findings, . . . . .	292 99
	<hr/>
	7,206 68

## Furnishings: —

Beds, bedding, table linen, etc., . . . . .	\$2,529 30
Brushes, brooms, etc., . . . . .	200 35
Carpets, rugs, etc., . . . . .	183 43

Crockery, glassware, cutlery, etc., . . . . .	\$337 79	
Furniture and upholstery, . . . . .	519 19	
Kitchen furnishings, . . . . .	619 64	
Wooden ware, buckets, pails, etc., . . . . .	96 42	
Sundries, . . . . .	63 85	
	<hr/>	\$4,549 97

## Heat, light and power:—

Coal, . . . . .	\$5,159 01	
Wood, . . . . .	46 25	
Oil, . . . . .	382 56	
Sundries, . . . . .	237 78	
	<hr/>	5,825 60

## Repairs and improvements:—

Bricks, . . . . .	\$231 55	
Cement, lime and plaster, . . . . .	269 32	
Doors, sashes, etc., . . . . .	990 72	
Electrical work and supplies, . . . . .	85 45	
Hardware, . . . . .	794 06	
Lumber, . . . . .	1,179 89	
Machinery, etc., . . . . .	184 99	
Paints, oils, glass, etc., . . . . .	1,354 34	
Plumbing, steam fitting and supplies, . . . . .	1,519 08	
Roofing and materials, . . . . .	82 54	
Mechanics and laborers (not on pay roll), . . . . .	1,122 67	
Sundries, . . . . .	526 81	
	<hr/>	8,341 42

## Farm, stable and grounds:—

Blacksmith and supplies, . . . . .	\$589 72	
Carriages, wagons and repairs, . . . . .	314 05	
Fertilizers, vines, seeds, etc., . . . . .	944 49	
Hay, grain, etc., . . . . .	4,686 21	
Harness and repairs, . . . . .	271 85	
Horses, . . . . .	1,050 00	
Cows, . . . . .	23 50	
Other live stock, . . . . .	129 65	
Labor (not on pay roll), . . . . .	69 40	
Tools, farm machines, etc., . . . . .	2,168 73	
Sundries, . . . . .	15 31	
	<hr/>	10,262 91

## Miscellaneous:—

Books, periodicals, etc., . . . . .	\$215 91	
Chapel services and entertainments, . . . . .	616 95	
Freight, expressage and transportation, . . . . .	1,301 90	
Funeral expenses, . . . . .	129 00	
Gratuities, . . . . .	32 50	
Hose, etc., . . . . .	88 17	
Ice, . . . . .	440 99	

Labor (not on pay roll), . . . . .	\$236 16	
Medicines and hospital supplies, . . . . .	459 56	
Medical attendance, nurses, etc. (extra), . . . . .	72 25	
Manual training supplies, . . . . .	15 09	
Postage, . . . . .	294 98	
Printing and printing supplies, . . . . .	1 90	
Return of runaways, . . . . .	44 21	
Soap and laundry supplies, . . . . .	971 69	
Stationery and office supplies, . . . . .	534 26	
School books and school supplies, . . . . .	129 02	
Travel and expenses (officials), . . . . .	400 95	
Telephone and telegraph, . . . . .	400 12	
Water, . . . . .	1,422 00	
Sundries, . . . . .	368 32	
		<hr/>
		\$8,175 93
Total, . . . . .		<hr/>
		\$120,982 07

## CLASSIFICATION AND METHODS OF TRAINING AND INSTRUCTION.

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The plan of detached and separate departments greatly facilitates the proper classification of our inmates, according to age and mental and physical condition, and helps us to secure to each inmate the consideration of individual wants and needs so hard to get in a large institution, where the inmates are massed in one huge building. As we are now arranged, our inmates are classified as follows: at the girls' dormitory are the girls of school grade; at the boys' dormitory are the boys of the school department; at the north building are the adult males of the lower grade, the cases requiring much personal care and attention; at the west building are the young and feeble boys, requiring much hospital care, and the females of the lower grade; at the north-west building are the adult females who are in good bodily health, many of them graduates of our school department, and all of whom are employed in the various domestic departments of the institution; at the farmhouse are the adult males who are regularly employed in the farm work. Each of these departments has a competent matron, who lives in the building and devotes her entire time and attention to the supervision of the personal care of the children in that department. Thus we have divided our institution into six comparatively small families, each with distinctive and peculiar needs and all under the same general management. This plan retains all the benefits of a small institution and secures the manifest advantages of a large one.

We have a larger number of pupils under instruction in the school-rooms than ever before. In trying to secure to each child the greatest improvement possible, we have been compelled to rearrange and modify our school work in some respects. In one way the increased number of pupils has simplified the work, as we are now able to so classify and grade our pupils that class work has very largely taken the place of much of the individual teaching necessary when we had a smaller number. There are distinct advantages to the child in placing him in a group of children with capacities and needs similar to his own. He profits by the mistakes of his fellows, and feels the

stimulus of healthy rivalry. The teacher gives each child a larger share of her time, and is able to retain the attention of the whole class. Our school children are separated into eight well-defined grades, classified much as are the children in the lower grades of the common schools. There is a regular progression from the lower to the higher grades, and the pupils are promoted as soon as they are qualified. No pupil is in the schoolroom more than one-half of each day. The rest of the day is devoted to manual or industrial training, physical drill and out-door recreation, thus securing healthy change and variety.

In deciding upon the school exercises, we bear in mind the natural limitations of our pupils. Lessing well says: "Education can only develop and form, not create. It cannot undertake to form a being into anything other than it was destined to be by the endowments it originally received at the hand of nature." We do not expect to be able to entirely overcome the mental defect of any one of our pupils. It is a question of how much development is possible in each case.

As a class, the feeble-minded have dull perceptions, feeble power of attention, weak will-power, uncertain memory and defective judgment. It is useless to attempt to arouse these dormant faculties by forcing upon them the abstract truths of ready-made knowledge. Our teaching must be direct, simple and practical. The child must be made to do, to see, to touch, to observe, to remember and to think. We utilize to the fullest extent the varied and attractive occupations and busy work which are so important a part of the modern graphic methods of instruction for normal children. Object teaching, in the broadest sense, is a prominent feature. The school now has a good collection of objects, models, charts and other apparatus for the practical illustration and application of the subjects taught in the schools. We have for the use of the teachers a school library containing nearly five hundred recent and standard works on kindergarten and primary work, object teaching, physical and manual training, and other subjects directly connected with our school work.

The manual training room is equipped with a first-class outfit of tools and benches. The boys are graded into small classes, and these classes receive systematic, progressive training throughout the year. The pupils have maintained their interest and enthusiasm, and the results have more than exceeded our anticipations. The boy who begins to construct things is at once compelled to think, deliberate, reason and conclude. He becomes familiar with the properties of wood, leather, metals, etc. He acquires definite, accurate control of his muscles. We do not attempt or expect to make skilled artisans of our pupils. The value of the finished work is a secondary con-

sideration. The mental discipline secured by the *accurate doing* is the result desired.

Nearly all of our pupils receive daily systematic physical training. As a rule, they come to us with poorly developed bodies. Their muscular activity is especially deficient, as shown by their awkward and uncertain movements. Mental awakening generally follows as a direct result of increased physical development. The military drill is of much benefit to the boys. In nearly all of our classes in physical training we have adopted the Ling or Swedish plan of educational gymnastics. This system, as modified for our use, means the prompt execution of precise and carefully planned movements of the various groups of muscles at the command of the instructor. The pupil must be closely attentive, he must quickly hear and understand, and he must promptly execute the command. It is a mental as well as physical drill.

The splendid mental drill and discipline given these children in our formal school classes would really be of little value if the knowledge gained could not be practically applied in the way of making them happier, more self-reliant, more useful, and more like normal boys and girls in every respect.

It has long been recognized that in institution life, notwithstanding the many special advantages not to be obtained elsewhere, there is more or less loss of the opportunities for profiting by the teaching of experience, and the far-reaching deductions that even a feeble-minded child makes as a result of rubbing against the very frequent and sharp corners of the outside world.

In a well-regulated institution the child's whole life is carefully supervised; he is told when to get up in the morning, what garments to put on, when to go to meals, what articles of food he shall eat, how much he shall eat, and he is kept from danger of all kinds; his daily duties, conduct and even his pleasures are plainly indicated and prescribed, and finally he is told when to go to bed at night. This guardianship is absolutely necessary, not only for his immediate welfare, but that he may acquire proper habits of life. But we try to accomplish all this in such a way that the child's personality shall be developed and brought out, and not lost sight of and extinguished. We spare no effort to bring into each child's life and experience that knowledge of common events and familiarity with the manners and customs of ordinary life that are just as essential parts of the real education of normal children as the usual instruction received in the schoolroom.

The daily life of our institution is based upon and closely resembles



the ordinary daily routine of any other small village of seven hundred inhabitants. As far as possible we try to illustrate the various phases of life in any other community, with its cares, duties, privileges and responsibilities, its little joys and pleasures.

We try to impress upon each one the reasonable certainty that well-doing brings its reward, and that wrong-doing means an ultimate curtailing of some cherished pleasure or privilege. The love of approbation so universally shown by these children is a prime factor in our scheme of discipline and management. No corporal punishment is administered.

To keep our charges healthy, happy and out of mischief, occupation and recreation, in proper proportion, must be provided for every hour in the day. A busy boy is generally a good boy. Every boy and girl in good bodily health has some regular daily work assigned them, according to their age, size or capacity, and this work is often changed, to make them familiar with different kinds of work. This duty may be very simple, and very likely could be much better performed by some one else, or it may be a half or full day's work in the garden, workshop, kitchen or elsewhere. Sunday, the one day of leisure, is the only day when it is at all difficult to keep our boys and girls happy and out of mischief.

Aside from the immediate disciplinary and educational value of work, the only possible way that a feeble-minded person can be fitted to lead a harmless, happy and contented existence after he has grown to adult life is by acquiring in youth the capacity for some form of useful work.

The boys take great interest in the farm and garden work. They have picked thousands of loads of stone from our fields and carted them off for use in roadmaking. They do all the harrowing and cultivating. One of them has, day after day, driven a pair of horses and held the plough at the same time. They do all of the weeding and nearly all of the hoeing in our large garden. The truck team, collecting and delivering supplies between the different buildings, takes the entire time of two boys. Other boys assist the baker, carpenter and engineer. One class of boys devote all their time to painting, doing as good work as we could hire done. Two boys, proudly uniformed with red caps, serve as errand boys. The shoes of our six hundred inmates are kept in repair entirely by the work of the boys. They do all of the printing of stationery, blanks, circulars, etc., for the school. The boys also do much of the housework in the buildings where they live. The girls are kept just as busy. In the laundry they learn to wash, iron and fold clothes. They do much of

the sewing, mending and darning for our large household. Much of the children's clothing is made in our sewing-rooms by our girls. Relays of willing helpers keep our eight sewing machines busy from morning until night. Every girl at all bright is expected to keep her own clothing in repair. They are taught to wash dishes, make beds, wash windows, polish floors, sweep, dust, etc. The older girls and women are of great assistance in the care of the feeble and helpless children. The instinctive feminine love for children is relatively quite as marked with them as with normal women. A newly admitted child is at once eagerly adopted by some one. The affection and solicitude shown for the comfort and welfare of "my baby" are often quite touching. This responsibility helps wonderfully in keeping this uneasy class happy and contented. Without this cheerfully given service we could not well care for the large number of helpless and feeble children in our asylum department without a largely increased number of paid attendants.

Each ward or family of about twenty children has its separate and distinct playground in the shady grove. All of these playgrounds are equipped with swings, hammocks, tilt boards, sand-gardens, croquet sets, etc. Each group of children spends part of each day in their playground, accompanied by the attendant, who directs and assists in their games and sports.

In the living-room of every family is a liberal supply of bright-colored building blocks, picture books and playthings of every sort. Every little girl has a doll of her own. These toys are always accessible, and the children are encouraged to use them as much as possible. The playthings are provided not as luxuries but as necessities, if we wish to approximate normal mental development. A recent writer well says: "To acquire alert minds children must be alert, and the young child can be alert only as his play instinct is aroused. Shut out the play instinct, and you stunt his growth; neglect to draw it out, and you lessen his possibilities for strength."

Every boy or girl of suitable physical health is supposed to own a sled. Our fine hills afford splendid facilities for coasting, which are fully utilized.

At least once a week during the school year some evening entertainment is provided for the children, consisting of concerts, readings, school exhibitions, tableaux, minstrel shows, a masquerade ball, dramatic performances and stereopticon exhibitions. These entertainments are gotten up by the officers and employees, usually assisted by some of the children. The school now owns a fine stere-



opticon apparatus, and nearly a thousand carefully selected lantern slides. These magic-lantern pictures vividly illustrate the principal physical features of the world and the many phases of human life and its varied interests. The pictures are greatly enjoyed by the children, and give them much real knowledge of the great world outside.

The most effectual means of discipline or correction for misdemeanor or waywardness is to send a child early to bed while his fellows are enjoying one of the entertainments.

Among our resources in the way of recreation must be included the "Zoo," our collection of domestic animals and other pets. The "Zoo" is located on the playground, between the sections assigned to the boys and the girls respectively, and consists of a large yard surrounded by a fence of wire netting and subdivided into smaller yards. Within the various sections are goats, sheep, a calf, a pig, a fox, a raccoon, rabbits, guinea pigs, white mice, squirrels, hens, chickens, ducks, geese, turkeys, pigeons, turtles, frogs and even snakes, and a bear. This collection is a never-failing source of pleasure and instruction for the children. It really forms a very important part of our school object collection, as the different animals are actually taken into the schoolrooms as living texts for encouraging attention and observation, the exercise of the special senses, and developing the power of speech.

The regular holidays are observed in the most approved and thorough manner. The 4th of July is celebrated with all the noise and pomp of the most ambitious village. In the morning there is a parade of antiques and horrors, followed by a formal and dignified procession made up of four military companies, the baseball nines and the firemen, headed by the drum corps, all in uniform, who make a tour of the different buildings, where the children enthusiastically and vociferously greet them with the noise of tin horns, torpedoes and firecrackers. Then all the children, officers and teachers fall in the rear of the procession and march to the grove, where a picnic dinner is served, consisting of sandwiches, cake, ice cream, fruit and lemonade, — all in great abundance. In the afternoon the entire family adjourns to the campus to witness a long programme of athletic sports. This includes a baseball match, tug-of-war contest, running, hurdle and other races, etc.; in fact, the conventional New England 4th of July celebration. The eager contestants in the games and races are the boys and even some of the girls, who have been in training for a long time beforehand. The winners are rewarded with

glittering badges, which are carefully preserved and proudly worn for a long time afterwards. In the evening a good display of fireworks ends the festivities of the day.

At Christmas the hall is gayly decorated with evergreens and bunting, and every child receives several presents from the Christmas tree.

Each Sunday services are held in the assembly hall and in the west building, consisting of singing, Bible stories and simple illustrations and practical applications of the fundamental principles of morality and religion. Nearly every child attends these services, and, in addition to the moral instruction, receives valuable lessons in decorum and behavior.

LAWS RELATING TO THE MASSACHUSETTS SCHOOL  
FOR THE FEEBLE-MINDED.

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[ACTS OF 1850, CHAPTER 150.]

AN ACT TO INCORPORATE THE MASSACHUSETTS SCHOOL FOR IDIOTIC  
AND FEEBLE-MINDED YOUTH.

*Be it enacted, etc., as follows:*

SECTION 1. S. G. Howe, Samuel May, Stephen Fairbanks, their associates and successors, are hereby made a corporation, by the name of the Massachusetts School for Idiotic and Feeble-minded Youth, for the purpose of training and teaching such persons, with all the powers and privileges and subject to all the duties, restrictions and liabilities set forth in the thirty-eighth and forty-fourth chapters of the Revised Statutes.

SECTION 2. Said corporation may hold, for the purpose aforesaid, real estate not exceeding in value one hundred thousand dollars and personal estate the income of which shall not exceed ten thousand dollars. [*Approved April 4, 1850.*]

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[REVISED LAWS, CHAPTER 87.]

SECTION 113. There shall be six trustees, on the part of the commonwealth, of the Massachusetts school for the feeble-minded, two of whom shall be annually appointed by the governor, with the advice and consent of the council, for a term of three years.

SECTION 114. The annual appropriation for the support of said school shall be made upon condition that the board of trustees shall be composed of twelve persons, six of whom shall be appointed by the governor, with the advice and consent of the council; that the governor, lieutenant governor, secretary of the commonwealth, president of the senate, speaker of the house and the two chaplains of the general court shall constitute a board of visitors to visit and inspect the institution as often as they see fit, to examine the by-laws and regulations enacted by the corporation, and generally to see that the object of the institution is carried into effect; and that the members

of the general court for the time being shall be, *ex officiis*, visitors of the institution, and have the privilege, during the sessions, of inspecting it.

SECTION 115. The Massachusetts school for the feeble-minded shall maintain a school department for the instruction and education of feeble-minded persons who are within the school age or who in the judgment of the trustees thereof are capable of being benefited by school instruction, and a custodial department for the care and custody of feeble-minded persons beyond the school age or not capable of being benefited by school instruction.

SECTION 116. Persons received by said corporation shall from time to time be classified in said departments as the trustees shall see fit, and the trustees may receive and discharge pupils at their discretion and may at any time discharge any pupil or other inmate and cause him to be removed to his home or to the place of his settlement or to the custody of the state board of insanity. They may also allow any inmate to be absent on a visit for not more than three months, and the liability of any person or place to said corporation for the support of such inmate shall not be suspended by reason of such absence, unless, during such period, such inmate becomes a charge to the commonwealth elsewhere.

SECTION 117. Said corporation shall gratuitously receive, maintain and educate in the school department such indigent feeble-minded persons from this commonwealth as shall be designated by the governor upon the recommendation of the secretary of the board of education. Special pupils may be received from any other state or province at a charge of not less than three hundred dollars a year. The trustees may also at their discretion receive, maintain and educate in the school department other feeble-minded persons, gratuitously or upon such terms as they may determine.

SECTION 118. If, upon application in writing, a judge of probate finds that a person is a proper subject for the Massachusetts school for the feeble-minded, he may commit him thereto by an order of commitment directed to the trustees thereof, accompanied by the certificate of a physician, who is a graduate of a legally organized medical college and who has practised three years in this commonwealth, that such person is a proper subject for said institution. The fee of the judge for hearing and determining the application shall be three dollars, and if he is required to go from his office or place of business to attend such hearing, an additional fee of one dollar and all necessary expenses of travel, which shall be paid upon the certificate of the judge by the county in which such application was heard.

SECTION 119. A person who intends to apply for the commitment of a feeble-minded person under the provisions of the preceding section shall first give notice in writing to the overseers of the poor of the city or town in which such feeble-minded person resides, of such intention; but if such feeble-minded person resides in Boston, such notice shall be given to the institutions registrar or to the chairman of the insane hospital trustees instead of the overseers of the poor. Satisfactory evidence that such notice has been given shall be produced to the judge and shall accompany the order of commitment.

SECTION 120. The charges for the support of each inmate in the custodial department of said school shall be three dollars and twenty-five cents a week, and shall be paid quarterly. Such charges for those not having known settlements in the commonwealth shall, after approval by the state board of insanity, be paid by the commonwealth, and may afterward be recovered by the treasurer and receiver general of such inmates, if of sufficient ability, or of any person or kindred bound by law to maintain them, or of the place of their settlement, if subsequently ascertained; for those having known settlements in this commonwealth, either by the persons bound to pay or by the place in which such inmates had their settlement, unless security to the satisfaction of the trustees is given for such support. If any person or place refuses or neglects to pay such charges, or such amounts as may be charged and due for the removal of an inmate whom the trustees are authorized by law to remove, the treasurer may recover the same to the use of the school as provided in section seventy-nine.

SECTION 121. A city or town which pays the charges and expenses for the support or removal of a feeble-minded person admitted to said school shall have like rights and remedies to recover the amount thereof with interest and costs from the place of his settlement, or from such person if of sufficient ability, or from any person bound by law to maintain him, as if such charges and expenses had been incurred in the ordinary support of such feeble-minded person.

SECTION 122. The trustees of said school shall annually prepare and send to the state board of insanity a written or printed report of its proceedings, income and expenditures, properly classified, for the year ending on the thirtieth day of September, stating the amount appropriated by the commonwealth, the amount expended under said appropriation, the whole number and the average number of inmates, the number and salaries of officers and employees, and such other information as the board may require, and shall also once in three months make a report to said board of the number of inmates received and discharged, respectively, during the preceding three



months, the whole number then in the institution and the number of beneficiaries supported by the commonwealth, and such other information as the board may require.

SECTION 123. The state board of insanity may from time to time transfer from the state hospital, state farm, or any of the state insane hospitals, to the Massachusetts school for the feeble-minded any inmate whose condition would be benefited by such transfer, upon the certificate of a physician that he is a proper subject for said institution.

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[RESOLVES OF 1900, CHAPTER 36.]

*Resolved*, That there be allowed and paid out of the treasury of the Commonwealth a sum not exceeding fifty thousand dollars, to be expended under the direction of the trustees of the Massachusetts School for the Feeble-minded in erecting new buildings for the said school upon land of the Commonwealth at Templeton, and in providing a water supply and sewerage works for the same. [*Approved March 28, 1900.*]

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[RESOLVES OF 1901, CHAPTER 81.]

*Resolved*, That there be allowed and paid out of the treasury of the Commonwealth a sum not exceeding twenty-five thousand dollars, to be expended at the Massachusetts School for the Feeble-minded under the direction of the trustees thereof for making additions to and alterations in the laundry, hospital and administration buildings. [*Approved May 29, 1901.*]

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[ACTS OF 1902, CHAPTER 434, SECTION 2.]

From said loan expenditures may be made as follows: —

. . . . .

By the trustees of the Massachusetts School for the Feeble-minded, a sum not exceeding one hundred and thirty thousand dollars, for the following purposes: For two dormitories of sufficient capacity to accommodate one hundred and eighty inmates, and for furnishing the same, for additions to the present electric lighting and heating plants, and for an addition to the administration building, so-called, a sum not exceeding ninety-five thousand dollars; and for the purchase of additional land for the use of said institution, such purchase to be subject to the approval of the governor and council, a sum not exceeding thirty-five thousand dollars.

## TERMS OF ADMISSION.

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Persons applying for admission of children must fill out and return certain blanks, copies of which will be forwarded to any address on application to the superintendent.

Candidates for admission must be over six years of age. The best age for training and instruction is between eight and twelve.

This institution is not intended for epileptic or insane children, or for those who are incurably hydrocephalic or paralytic. None such will be retained, to the exclusion of more improvable subjects.

Any suitable person may be admitted, on such terms as the trustees may determine, according to the responsibilities and difficulties in each case. Payments are to be made quarterly, in advance, or sufficient surety therefor given. Private pupils will be required to observe strictly all the rules and regulations of the institution.

The children of indigent parents in Massachusetts may secure gratuitous admission in accordance with the law. Indigent pupils from Maine, New Hampshire, Vermont and Rhode Island may secure gratuitous admission by application to the governors of their respective States.

Children must come to the school well provided with plain, strong clothing for summer and winter. The clothing must be renewed by the parents as needed. Children who tear their clothing must be provided with garments made expressly for them, and of such form and texture as may not be easily torn. Only common mending will be done at the expense of the institution. All the articles of clothing must be marked with the FULL NAME of the owner. Sufficient surety will be required for the clothing of the children, and their removal whenever they may be discharged.

Boys should be furnished with two full suits of strong outer clothing, two undershirts, three nightshirts, two pairs of drawers, four pairs of socks, six handkerchiefs, two colored cotton shirts, two collars, two hats or caps, two pairs of shoes and one pair of mittens.

Girls should have three dresses (two wash dresses), two colored cotton skirts, two colored flannel skirts, four colored aprons, two white aprons, two undervests, three pairs of drawers, two underwaists, three nightdresses, four pairs of stockings, six handkerchiefs, two collars, two pairs of strong shoes, one pair of rubbers, one hat, one hood, one shawl or cloak and one pair of mittens.

The post-office address of the school is WAVERLEY.

CLEMATIS BROOK is the nearest railroad station.

For further particulars, apply in person or by letter to the superintendent,

WALTER E. FERNALD, M.D..



## RULES AND REGULATIONS.

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TRUSTEES. — A meeting of the trustees shall be held quarterly.

QUORUM. — The presence of three members shall constitute a quorum.

VISITING COMMITTEE. — The trustees in turn visit the institution, one each week, and meet quarterly at the school.

The trustee making the weekly visit shall examine the state of the institution; the condition, etc., of the pupils, and of all the rooms in the establishment; and receive and examine any report of the superintendent, and make a record of his visit and impressions.

He may report on the state and condition of the institution at any quarterly meeting of the trustees.

AUDITOR. — An auditor shall be appointed annually. He shall examine all the accounts of the institution and treasurer. He shall aid the treasurer in the investment of any funds belonging to the institution; and no money shall be paid out by the treasurer without his order.

SUPERINTENDENT. — It shall be the duty of the superintendent to reside at, and give his whole time to the service of, the institution.

He shall select and employ all subordinate officers, teachers, assistants and servants of the institution, subject to the approval of the executive committee, and shall consult the executive committee before making any material changes in the administration of the institution.

He shall have the general superintendence of the whole institution, and have charge of all the pupils, and direct and control all the persons therein, subject to the regulation of the trustees.

He shall regulate the diet, regimen, exercises and employments, and the whole course of the education and training of the pupils.

He shall, from time to time, give to all persons employed in the institution such instructions as he shall deem best to carry into operation all the rules and regulations of the same; and he shall cause such rules and regulations to be strictly and faithfully executed.

He shall make a record of the name, age and condition, parentage and probable cause of deficiency of each pupil, and of all the circumstances that may illustrate his or her condition or character; and also keep a record, from time to time, of the progress of each one.

He shall purchase fuel, provisions, stores and furniture, and shall be responsible for the safe-keeping and expenditure thereof; *provided, however*, that if the trustees think it best to appoint a steward, he shall perform these duties with the concurrence of the superintendent.

He shall collect and receive all the moneys due from the pupils, and deposit the same with the treasurer.

He shall keep a separate account with each one of the pupils, or with the parents or guardians of such of the pupils as are not beneficiaries of Massachusetts, charging them with all expenses of board, instruction, etc., and with all the money expended for clothing and other necessities, or proper indulgences.

He shall make quarterly reports to the trustees of the condition of the institution, and make such suggestions as he may think the interest of the institution requires.

He shall prepare for the trustees and the corporation an annual report, in which he will show the history, progress and condition of the institution, and the success of the attempts to educate and improve the feeble-minded youth.

The teachers, assistants and pupils will be under the immediate direction of the superintendent, and no orders shall be given to them except through him.

No officer, assistant or pupil can absent himself from the institution without the permission of the superintendent.

The hours for work, for exercise, for study and for recreation being established by the superintendent, each teacher, assistant and pupil will be expected to conform strictly to them.

**MATRON.** — The matron, under the direction of the superintendent, shall have charge of the house.

She shall enforce the rules and regulations of the trustees, and see that order and good conduct prevail in every part of the establishment.

If improper conduct is observed in any subordinate or inmate, she shall report the same to the superintendent.

**VISITORS.** — Persons may visit the institution under such regulations as the trustees and superintendent shall establish.

**TOBACCO.** — The use of tobacco, either in smoking or otherwise, is prohibited in the institution.

## NOTICE.

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The school is located at Waltham, near the Clematis Brook stations of the Fitchburg and Massachusetts Central railroads. A public carriage may be found at the Waverley station. Friends of children may visit them on Wednesday, Thursday and Saturday afternoons. No visiting on holidays.

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Owing to the limited means of many of the pupils, they are often in need of clothing, as the school has but a small fund which it can apply for the purpose. Contributions of clothing, or material therefor, suitable for children between the ages of eight and eighteen, will be gladly received, and may be sent directly to the school, at our expense, or will be sent for by the superintendent, if notified.

